

Feedback Results
Your CompanyName Here
2024

Sample Employee

Introduction

What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots." This feedback may help us to understand the negative impact our actions may unintentionally have on others.

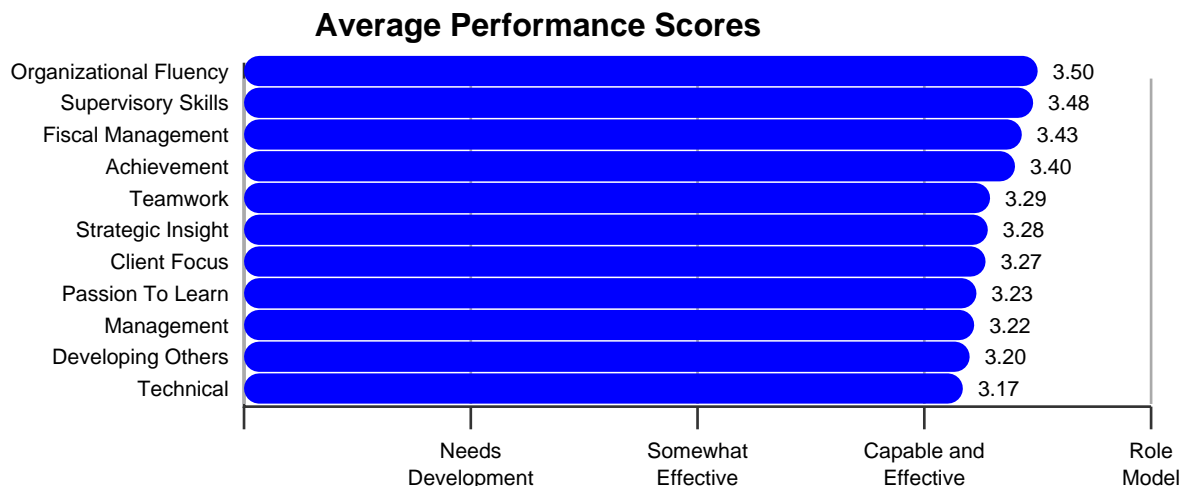
What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

Summary

The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 11 major dimensions of leadership.

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.



Organizational Fluency

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
1. Adept at navigating within the culture of the department.	15	3.20	93.3	7%	67%		27%
2. Anticipates problems that may affect the department.	15	3.87	100.0	13%	87%		
3. Able to explain departmental policies and procedures to others.	15	3.33	93.3	7%	53%		40%
4. Understands the current organizational culture.	15	3.60	93.3	7%	27%	67%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
1. Adept at navigating within the culture of the department.	3.29	3.20	-0.09 ▼
2. Anticipates problems that may affect the department.	3.65	3.87	+0.22 ▲
3. Able to explain departmental policies and procedures to others.	3.18	3.33	+0.16 ▲
4. Understands the current organizational culture.	3.41	3.60	+0.19 ▲

Comments:

- ___ always stays customer and community focused. She's also an excellent collaborator and always supportive and positive with others.
- ___ has been able to provide her staff the support and encouragement needed for their professional growth, this has benefited the whole team.
- She always makes a point to make sure she has all appropriate data and information before making decisions, soliciting input or passing judgment on an issue.
- ___ is willing to understand how a current process works before wanting to incorporate changes.
- She is well respected.
- ___ sets high standards for her team and ensures they perform professionally.

Strategic Insight

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
5. Formulates policies and strategies for addressing the Company's important challenges.	15	3.33	93.3	7%	53%	40%	
6. Analyzes unique issues or problems impacting the Company.	15	3.20	93.3	7%	60%	33%	
7. Analyzes records and reports to obtain insight into potential issues and trends.	15	3.20	86.7	13%	53%	33%	
8. Identifies root causes of problems.	15	3.40	93.3	7%	47%	47%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
5. Formulates policies and strategies for addressing the Company's important challenges.	3.24	3.33	+0.10 ▲
6. Analyzes unique issues or problems impacting the Company.	3.24	3.20	-0.04 ▼
7. Analyzes records and reports to obtain insight into potential issues and trends.	3.41	3.20	-0.21 ▼
8. Identifies root causes of problems.	3.24	3.40	+0.16 ▲

Comments:

- ___ is willing to understand how a current process works before wanting to incorporate changes.
- I enjoy working with ___ very much.
- ___ delegates very effectively.
- ___ always works toward what is best for [CompanyName] and her work with the CEO is a great example of high ethics and professionalism.
- ___ defines outcomes clearly and sets expectations/timelines with regards to results. She facilitates conversations that include shared decision making and encourages collaboration and teamwork throughout the organization. She is very customer and system focused.
- She is such a model for leaders throughout our organization.

Fiscal Management

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
9. Monitors spending.	15	3.47	93.3	7%	40%	53%	
10. Ensures others follow the correct rules and regulations on fiscal matters.	15	3.47	93.3	7%	40%	53%	
11. Develops of the department's annual budget.	15	3.53	100.0		47%	53%	
12. Develops budgets and plans for various programs and initiatives.	15	3.27	100.0		73%	27%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
9. Monitors spending.	3.18	3.47	+0.29 ▲
10. Ensures others follow the correct rules and regulations on fiscal matters.	3.35	3.47	+0.11 ▲
11. Develops of the department's annual budget.	3.47	3.53	+0.06 ▲
12. Develops budgets and plans for various programs and initiatives.	3.47	3.27	-0.20 ▼

Comments:

- She quickly addresses any challenges that may arise.
- When in meetings in ___'s division, it is obvious that she has spent time on setting clear expectations, understanding her staff, and ensuring there is a good fit between roles and strengths. Her jobs centers on effective collaboration and communication with others and she models these attributes.
- She uses the strengths of everyone around her to get the best solutions possible.
- ___ has done an excellent job as the VP of Operations. She engages staff and providers in decision-making, demonstrates excellent communication skills and understands the value of teamwork and engagement.
- ___ has made a lot of headway in transforming her team this last year. A number of changes to structure and job descriptions have been made.
- I will always be grateful that she made a very unpleasant re-organization experience much less painful for me.

Passion To Learn

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
13. Will participate in training classes even if offered outside of normal working hours.	15	3.33	100.0		67%		33%
14. Embraces new technology and procedures.	15	3.13	86.7	13%	60%		27%
15. Creates an environment that supports personal development and exploration.	15	3.07	80.0	20%	53%		27%
16. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.	15	3.40	93.3	7%	47%		47%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
13. Will participate in training classes even if offered outside of normal working hours.	3.35	3.33	-0.02 ▼
14. Embraces new technology and procedures.	3.18	3.13	-0.04 ▼
15. Creates an environment that supports personal development and exploration.	3.00	3.07	+0.07 ▲
16. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.	3.65	3.40	-0.25 ▼

Comments:

- She can fall behind on projects without providing timely feedback.
- ___ is very supportive, knowledgeable, and a consummate professional. She leads by example and has no problem rolling up her sleeves and providing support when needed.
- Sometimes the desired outcomes and expectations are not clearly communicated.
- ___ clearly has a shared decision making system that has worked well in the old department. I feel like she is trying to use this system in the new department also and has met some challenges.
- ___ is great to work with. I really feel like I am a valued member of her team. She values what I have to say and really listens.
- She is reliable and attends as many monthly department staff meetings as her schedule permits.

Teamwork

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
17. Actively and openly participates in group meetings.	15	3.27	93.3	7%	60%	33%	
18. Willingly share their technical expertise	14	3.00	92.9	7%	79%	14%	
19. Creates a climate that encourages team participation.	15	3.47	100.0		53%	47%	
20. Identifies and resolves conflicts within the team to increase team effectiveness	15	3.40	93.3	7%	47%	47%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
17. Actively and openly participates in group meetings.	3.47	3.27	-0.20 ▼
18. Willingly share their technical expertise	3.12	3.00	-0.12 ▼
19. Creates a climate that encourages team participation.	3.59	3.47	-0.12 ▼
20. Identifies and resolves conflicts within the team to increase team effectiveness	3.29	3.40	+0.11 ▲

Comments:

- She is eager to learn and eager to share knowledge.
- ___ is committed to our organization and leads by example.
- ___ supports each security officer in such a way that you want to grow and improve in what you do.
- Working with ___ on the IP rehab project has been awesome. She is great at what she does. She understands her role and what is needed to keep the project moving. Makes concrete decisions and stands by them. I would work with her anytime.
- I had the opportunity to work very closely with ___ this year on a very important and sensitive issue. I was not only impressed, but amazed at the experience.
- ___ has a calm and professional style.

Management

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
21. Is ready to offer help	15	3.53	100.0	47%	53%		
22. Makes you feel enthusiastic about your work	15	3.00	80.0	20%	60%	20%	
23. Takes responsibility for things that go wrong	15	2.87	80.0	20%	73%	7%	
24. Delegate tasks effectively	15	3.47	100.0	53%	47%		

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
21. Is ready to offer help	3.35	3.53	+0.18 ▲
22. Makes you feel enthusiastic about your work	3.00	3.00	
23. Takes responsibility for things that go wrong	2.88	2.87	-0.02 ▼
24. Delegate tasks effectively	3.00	3.47	+0.47 ▲

Comments:

- When in need, she picks the appropriate person to conquer a task or assignment. She delegates well and seems to know who best to direct projects, questions and or initiatives to.
- ___ is professional in communication verbally, but misses hearing some important items that are verbalized to her.
- ___ works very well with other departments.
- ___ is always professional and demonstrates integrity in her daily work. She is consistently respectful and values other members of the team.
- ___ understands the impact her teams have within the organization and is very much a system thinker in that regard. She demonstrates and communicates a very clear understanding of her teams diverse needs and of the expectations she has for each team member.
- I respect ___'s focus and hard work to move this work forwards for the good of the organization and our customers, and without her personal efforts this project would not be underway.

Supervisory Skills

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
25. Encourages employees to achieve their full potential.	15	3.67	100.0	33%	67%		
26. Maintains good working relationships with employees.	15	3.40	93.3	7%	47%	47%	
27. Is aware of the unique strengths of each employee.	15	3.33	93.3	7%	53%	40%	
28. Provides constructive, ongoing feedback.	15	3.53	100.0	47%	53%		

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
25. Encourages employees to achieve their full potential.	3.76	3.67	-0.10 ▼
26. Maintains good working relationships with employees.	3.53	3.40	-0.13 ▼
27. Is aware of the unique strengths of each employee.	3.12	3.33	+0.22 ▲
28. Provides constructive, ongoing feedback.	3.41	3.53	+0.12 ▲

Comments:

- Team player who gets it. Not afraid of making tough decisions or having tough conversations. She can do it all.
- She has created a highly engaged team and manages a diverse group of individuals very well.
- You have really improved at not letting overwhelming feelings halt your progress. Keep it up!
- I feel ___ always has the customer's best interest at heart.
- I envy her versatility in working with a wide variety of issues and topics.
- I enjoyed working with ___ on the project and thought that the Rx team involves were strong partners.

Achievement

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
29. Sets challenging goals.	15	3.67	100.0	33%	67%		
30. Follows-up and takes action when goals are not met to ensure better results in the future.	15	3.33	100.0		67%		33%
31. Makes a plan for getting things done and drives execution of the strategic plan, actively supporting or leading initiatives to closure.	15	3.20	86.7	13%	53%		33%
32. <u>Establishes</u> Specific Measurable Achievable <u>Realistic</u> and Timed (SMART) goals.	15	3.40	100.0		60%		40%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
29. Sets challenging goals.	3.59	3.67	+0.08 ▲
30. Follows-up and takes action when goals are not met to ensure better results in the future.	3.41	3.33	-0.08 ▼
31. Makes a plan for getting things done and drives execution of the strategic plan, actively supporting or leading initiatives to closure.	3.18	3.20	+0.02 ▲
32. <u>Establishes</u> Specific Measurable Achievable <u>Realistic</u> and Timed (SMART) goals.	3.35	3.40	+0.05 ▲

Comments:

- Demonstrates a focus on the business goals through task prioritization.
- ___ relies on her direct reports to solicit input and involve front line staff in everyday work.
- When ___ was tapped for the VP position I was very pleased as she was a very good director.
- Become more aware of the impact you have on teammates. Encourage the team to take ownership and lead instead of doing everything for everyone.
- ___ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.
- She is showing more comfort in providing and receiving critical feedback.

Technical

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
33. Knows how to produce high quality products/work.	15	3.20	86.7	13%	53%	33%	
34. Is knowledgeable of procedures or systems necessary for the job.	15	3.27	93.3	7%	60%	33%	
35. Demonstrates mastery of the technical competencies required in his/her work.	15	3.00	80.0	20%	60%	20%	
36. Willingly shares his/her technical expertise; sought out as resource by others	15	3.20	93.3	7%	67%	27%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
33. Knows how to produce high quality products/work.	3.18	3.20	+0.02 ▲
34. Is knowledgeable of procedures or systems necessary for the job.	2.88	3.27	+0.38 ▲
35. Demonstrates mastery of the technical competencies required in his/her work.	3.18	3.00	-0.18 ▼
36. Willingly shares his/her technical expertise; sought out as resource by others	3.18	3.20	+0.02 ▲

Comments:

- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.
- ___ has been a strong partner this past year in identifying program goals for process improvement and the role of the manager. ___ is a true collaborator and has a global view in the impact this role can bring to process improvement across the organization, as well as the contributions the role can make within the CNS team for broader professional practice goals.
- She is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.
- I've struggled this year with managing my time to meet the department's and organization's demands. I missed some important deadlines and commitments. Presented improvement plan to ___ last month.
- She continues to be a shining example to her team especially in process improvement and professional growth.
- Attitude is there; however, follow through is lacking at times.

Client Focus

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
37. Satisfies client needs.	15	3.27	93.3	7%	60%		33%
38. Maintains strong relationships with clients.	15	3.27	86.7	13%	47%		40%
39. Looks for opportunities that have a positive impact on Clients.	15	3.13	86.7	13%	60%		27%
40. Is pro-active in dealing with clients and addressing their needs.	15	3.40	93.3	7%	47%		47%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
37. Satisfies client needs.	3.35	3.27	-0.09 ▼
38. Maintains strong relationships with clients.	3.24	3.27	+0.03 ▲
39. Looks for opportunities that have a positive impact on Clients.	3.59	3.13	-0.45 ▼
40. Is pro-active in dealing with clients and addressing their needs.	3.29	3.40	+0.11 ▲

Comments:

- ___ meets and exceeds all of these leadership roles.
- She follows up on questions and she is easily accessible. I think she is doing a great job!
- ___ tends to hold things tight. I would like to see her allow staff more participation and use their knowledge as a resource. Not only would this free up some of her time but encourage staff growth.
- I have found ___ to be very knowledgeable regarding the appropriate resources despite the fact that she is fairly new in her position.
- She also has always been thankful for any help that I have given her.
- ___ is very aware of this as a manager and continues to work with her team to have more awareness. I would encourage her to also use the strengths of her peers to help her through this transition.

Developing Others

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
41. Assigns tasks and responsibilities to develop skills of others.	15	3.33	93.3	7%	53%	40%	
42. Supports the successes of other employees.	15	3.33	93.3	7%	53%	40%	
43. Creates opportunities for professional development.	15	3.13	86.7	13%	60%	27%	
44. Is open to receiving feedback.	15	3.00	86.7	13%	73%	13%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
41. Assigns tasks and responsibilities to develop skills of others.	3.29	3.33	+0.04 ▲
42. Supports the successes of other employees.	3.41	3.33	-0.08 ▼
43. Creates opportunities for professional development.	3.35	3.13	-0.22 ▼
44. Is open to receiving feedback.	3.18	3.00	-0.18 ▼

Comments:

- One of the main reasons I am here is because of ____.
- ____ has been an asset to [CompanyName]. She has been fully engaged in our Mission, Vision and True North Focus Areas. I have been impressed with her ability bring about process improvements through her direction and guidance to develop and engage the telecommunication staff in this area. She has made staff aware of their expectations, through email, one on one, performance reviews, staff and committee meetings.
- She supports each and every one of us and was very sensitive to how this was effecting every staff member.
- I really enjoy working with _____. When we discovered there was an issue with the policy we worked together to complete it quickly so it went through committee in a timely manner.
- I know I can always count on _____ to be reliable and respond in a timely manner to my request.
- _____ has been excellent about obtaining feedback and our opinions about system and program changes.

Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

What would help make you a more effective leader?

- I feel that we would not be such a great place if it wasn't for _____. _____ is the best!!!!!!
- Having very minimum one-on-one discussion.
- She knows what her customers needs and seeks to find the best individual to fill those roles.
- _____ could also improve her ability to work with the framework of a team. _____ might brainstorm with team members and ask for input but then will often dismiss other team members ideas.
- I know I can always count on _____ to be reliable and respond in a timely manner to my request.
- _____ is a good leader and delegates effectively. She provides clear expectations and deadlines and adequate support to complete tasks.

What do you like best about working with this individual?

- She is very careful to choose someone that has the skills she desires and who will also be a good fit.
- _____ is able to manage an ever-changing work load. Her time management has improved over the last year, to promote a work-life balance.
- As noted in the comments above, _____ needs improvement with involving the team more consistently in the approval and management of projects.
- She goes above and beyond with the amount of time she puts in and all the projects she is working on.
- I appreciate that as a new manager to this department _____ has sought to understand my work flow and process. She is actively learning more about our work processes and involved to determine needed resources.
- _____ has demonstrated excellent leadership and organizational qualities. She keeps her team focused and is open to all ideas. She certainly makes us feel included in all aspects that pertain to our department.

What do you like least about working with this individual?

- She is a real advocate for the customers. Excellent department and computer skills
- _____ has implemented using certain times of the day for email. She is consistently encouraging staff to keep emails brief and too the point.
- _____'s oral communication at times has been lengthy and lacks a focused attention to the issue(s). Written I've experienced good communication.
- _____'s job performance exceeds all the elements.
- _____ is a great director, knows her scope of work extremely well, acts and reacts accordingly. Does all the right things all the time to keep the department top notch.
- _____ stays focused on ways we can partner with departments throughout the organization to support our customers, service lines, and staff. Recently, _____ re-evaluated the positions in our office to realign the job duties with team members' strengths, as well as priorities for the office.

What do you see as this person's most important leadership-related strengths?

- _____ is a great Manager. She is extremely talented at what she does and invests a great amount of effort into developing her staff. She is very supportive of staff growth, while also caring a great deal about each of her employees.
- She is also an excellent resource to other managers and will take the time to offer information and support.
- _____ has a strong knowledge base and willingly shares information.
- She leads by example, not reputation.
- _____ works to keep up but a lot of new concepts.
- _____ does a great job at demonstrating the value of her team to the organization.

What do you see as this person's most important leadership-related areas for improvement?

- ___ has a high level of integrity and makes decisions based on what is the right thing to do regardless of the resistance she may receive from her peers.
- She looks at problems in a systematic way and asks for input prior to making decisions.
- It's been great working with her.
- Her goals are firm and realistic- her expectations for excellence do not change based upon current climate, but rather she challenges herself and her team members to operate more effectively, with Core Competency resources in times of change. She allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of her team.
- She is excellent at helping/coaching/problem-solving with others.
- ___ is very reliable and collaborates well on projects.

Any final comments?

- I value her feedback, collaboration and sense of teamwork. She's clearly hardworking and dedicated and she and I have been able to have some very good discussions this past year, which I appreciate. I always appreciate her candor and feedback.
- She is, quite simply, the best boss I've ever had.
- ___ works with a very diverse group and treats everyone the same while respecting that diversity.
- ___ is a strong manager, by which I mean she lets her employees know what is going on at all times, and I get the feeling that she has a handle on her job, and wants to be the best manager for us here.
- ___ is very focused on collaboration with other departments specifically those with which her team is involved on a routine basis.
- ___'s dedication and leadership in the management development program is evident.